

# Identifying Core Competencies for KM at OUM: the Library Perspective

By

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&

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# FLOW OF PRESENTATION

LIBRARIAN AS INFORMATION MANAGER



PUSHING THE FRONTIER: CHALLENGES OF  
KNOWLEDGE MANAGEMENT



LIBRARIAN AS KNOWLEDGE MANAGER



INFORMATION vs. KNOWLEDGE MANAGEMENT



COMPETENCIES FOR KNOWLEDGE MANAGEMENT

## MISCONCEPTION OF LIBRARIAN'S ROLE

- i. Buy books → Bookshop function
- ii. Catalog books → Describe book → Primary School function
- iii. Lend Books → Chop & stamp → Post-office function
- iv. Preserve books → Get rid of silver fish → Pest Control function

# LIBRARIANS' WORK PROCESSES



**COLLECTION  
DEVELOPMENT**  
Commercial databases  
Local Content

**(i) Commercial  
databases**

- Books (print & e-Books)
- Journals & e-journals
- Internet

**(ii) Local Content**

- Exam papers
- Conference papers
- Management reports
- Circulars
- Theses



**PROCESSES**

- Selection
- Acquisition
- Evaluation
- ILL



**COMPETENCIES**

- Selection skills
- Evaluation skills
- ICT skills (Acquisitions Module)
- Subject Knowledge

## ORGANISATION OF INFORMATION (Cognitive Input)



### (i) Cataloguing

#### Cataloguing:

Describe physical characteristics of books/articles/etc.



Author, Title, imprint, collation,

### (ii) Classification Library of Congress Classification Scheme



#### Subject analysis



#### General to specific

Eg.

HD30	General work management
HD30.2	Electronic data processing
HD30.212	Multimedia system in management
HD30.2122	Virtual reality
HD30.213	Multimedia Information Systems





## ORGANISATION OF INFORMATION (Cognitive Input)

### PROCESS

- Subject analysis
  - Analyse contents of books
  - Refer to Subject encyclopedia
  - Refer to LCSH/Schedules for appropriate subject heading / class no.



### COMPETENCIES

- Subject analysis
- Thinking skills.

# Classification number for Knowledge Management in LCCN

Refresh
Menu
Search
Tables
Logout
Close
Help

LC Class #
Go

Industries, Land use, Labor--Management, Industrial management--Theory, Method, Relation to other subjects--Electronic data processing, Information technology

Terminology, Abbreviations, Notation [H R B L D S N]

Theory, Method, Relation to other subjects [H R B L D S N]

Relation to the social sciences [H R B L D S N]

Electronic data processing, Information technology [H R B L D S N]

Including artificial intelligence and knowledge management

Cf. HF5548.125-6 Commerce [H R]

Multimedia systems in management [H R B L D S N]

Virtual reality in management [H R B L D S N]

Management information systems, Decision support systems [H R B L D S N]

Including dashboards

Cf. T58.6-.62 Industrial engineering [H R]

Statistical methods [H R B L D S N]

Cf. HF1017 Commercial statistics [H R]

Managerial accounting see HF5657.4 [H R]

Managerial economics [H R B L D S N]

Decision making [H R B L D S N]

For decision support systems see HD30.213 [H R]

HD30.17

HD30.19

HD30.2

HD30.212

HD30.2122

HD30.213

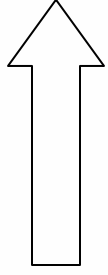
HD30.215

HD30.22

HD30.23







via

**Services:**

- Loans (incl. ILL)
- Current awareness (Portal)
- Preservation/Conservation



**PROCESSES**

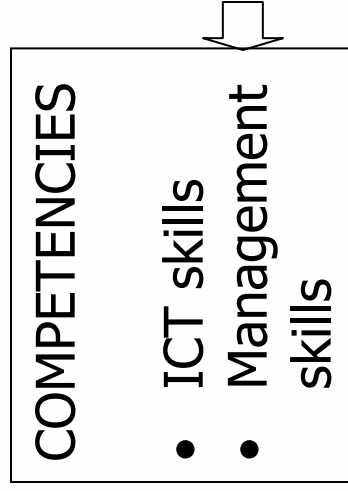
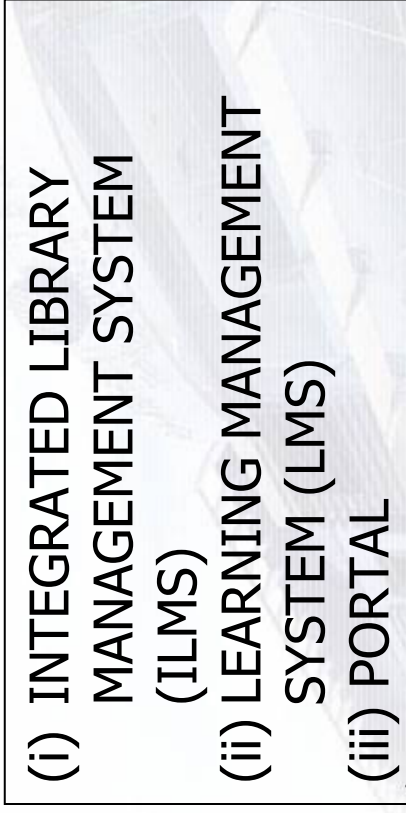
**(i) Planning & Managing Circulation**  
system (eg.Loans/ILL)  
Putting items in the hands of those  
who need them

**(ii) Planning and managing Current  
awareness program**  
communicate with clients via  
“alerting” program  
via push information/customisation  
/update

**(iii) Planning and Managing  
Preservation / Conservation  
programs incl. training**

**COMPETENCIES**

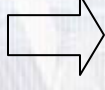
- Planning skills
- Communication skills
- Repackaging skills



# INFORMATION LITERACY

USER EDUCATION  
(Information Literacy  
Programs : UG & PG)

(i) Information Skills program  
(Undergraduate)  
(ii) Advanced Information Skills  
program (Postgraduate)



## COMPETENCIES

- Planning and developing learning modules (module writing skills)
- Presentation skills
- Information retrieval skills
- Information repackaging and consolidation skills
- Communication skills
- ICT skills

## PROCESS

1. Develop learning modules
2. Strategising delivery
3. Monitor program
4. Enhance program



# UNDERGRADUATE PROGRAMME

Since September 2003 (not compulsory/voluntary basis)

Total no. of students = >23,000 ( for 7 semesters)  
Compulsory 3-credit course (since January 2004)

## Features

Holistic approach → in context of learning:

- managing learning
- Importance of information in learning
- Information retrieval: search strategies
- Information Processing: Reading, Note taking, Presentation

Designed for ODL environment

Develop independent lifelong competencies →

Learning skills

ICT skills

Information Retrieval & Processing skills



# Topics - UG

1. MANAGING YOUR LEARNING
2. ON-LINE LEARNING ENVIRONMENT IN OUM
3. COPING WITH YOUR ASSESSMENT
4. INFORMATION GATHERING PROCESS
5. SKILLS IN INFORMATION RETRIEVAL
6. EVALUATION OF INFORMATION
7. READING FOR INFORMATION
8. NOTE-MAKING AND NOTE-TAKING SKILLS
9. PRESENTING INFORMATION
10. USING MICROSOFT APPLICATIONS

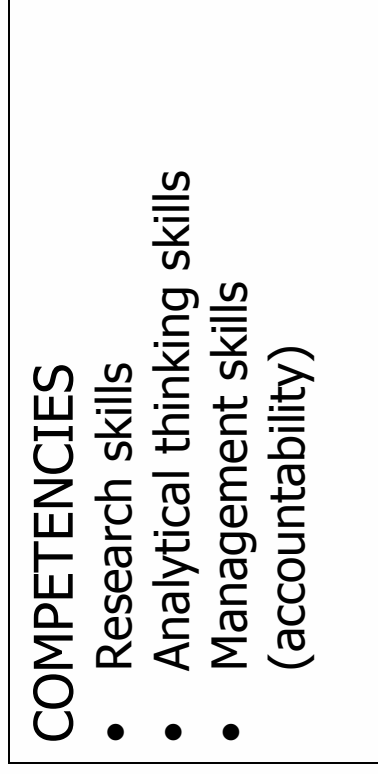


# POSTGRADUATE PROGRAMME

- Since 2006
- Not compulsory - guidelines
- Features
  - Designed for ODL environment
  - Emphasis on scholarship (academic input)
  - Learning management skills (coursework, tutorials, seminars, etc)
  - Research management skills (data gathering/analysis/communicating findings, etc)
  - Exploratory, investigative nature of postgraduate studies
  - Exploratory, investigative search strategy -- KEYWORD
  - Lifelong competencies →
    - Learning/research skills
    - ICT skills
    - Information Retrieval & Processing skills



User needs analysis  
Customer satisfaction analysis



#### PROCESSES

- Data gathering
- Data analysis
- Report writing
- Implementation of recommendations
- Planning and developing information audit plans

A systematic examination of information use, resources and flows, with a verification by reference to both people and existing documents in order to establish the extent to which they are contributing to an organization's objectives



# PUSHING THE FRONTIER



# CHALLENGES OF KNOWLEDGE MANAGEMENT

## What is KM?

- To the systems person it is about Artificial Intelligence, search engines, delivery and access capabilities of the system, system architecture, etc
- To the CEO of a company, it is about sharing strategic information in order to gain or maintain its competitive edge over rival companies.
- To the academia, it is about the cognitive process of developing and contributing towards the corpus of knowledge through teaching and research activities.
- To the librarians, who have made information management and delivery their career, it is really an extension of their role.

For librarians, KM goes beyond the  
**development of collections or  
cataloguing and classification.**

KM is not just about buying books and journals for the clients. It is about helping clients access and transform information into knowledge.



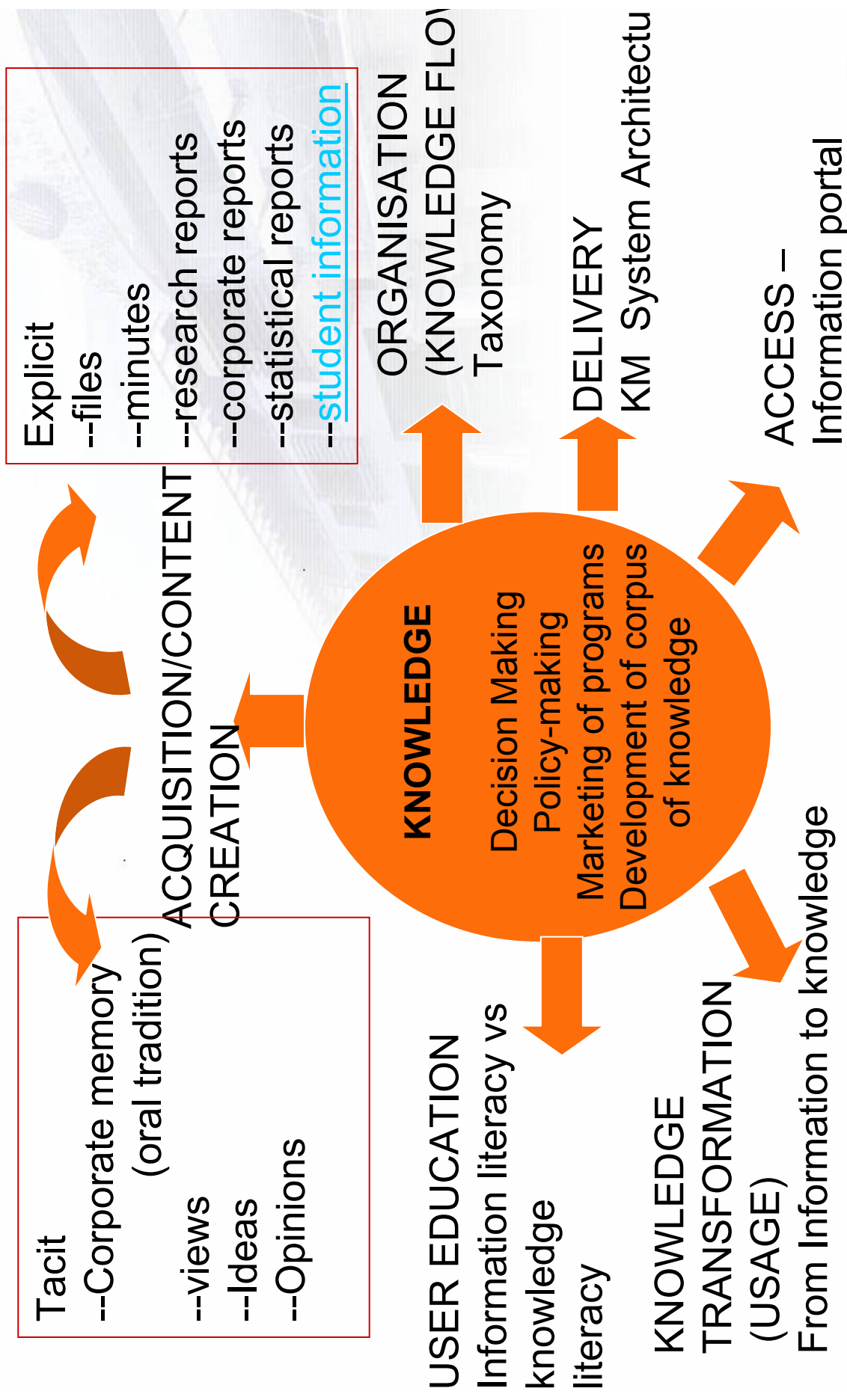
# KM incorporates the following disciplines/technologies:

- ✓ **Cognitive science: learning insights → gathering & transferring knowledge**
- ✓ **Computer groupware: facilitates communication and sharing of ideas**
- ✓ **Library and information science: Management of knowledge database content**
- ✓ **Document management : making documents accessible**
- ✓ **Organisational science: management of information**
- ✓ **Decision support system: provide information to support decision making**
- **Technical writings : technical communication Semantic network:**
- **Relational and object databases**
- **Simulation**
- **Network technology**
- **Expert systems and AI**

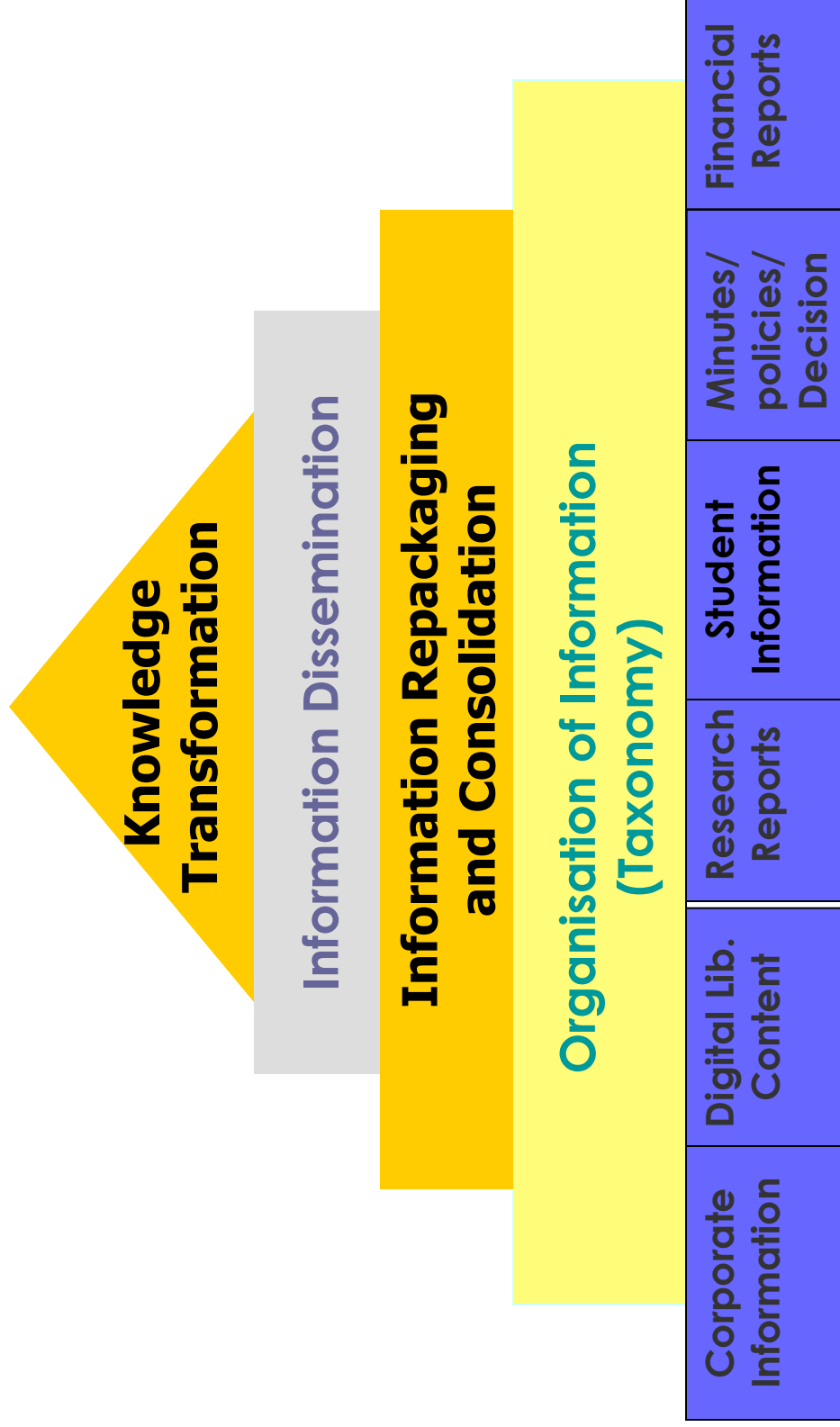
Source: Gamble, Paul R. & John Blackwell (2001). Knowledge Management: a state of the art guide. London: K.Page.



## CONCEPT OF KNOWLEDGE MANAGEMENT AT OUM



# CONTENT CREATION



# STUDENT INFORMATION

- **Student Data/Profile**
- **Exam Results**
- **Email system**
- **Program/courses/assignment**
  - **Announcement**
  - **OLP**
  - **Contents modules**
  - **Quizzes**
  - **Forum**
- **Time-table**
- **Credit transfer**
- **Transcripts**
- **MUET**
- **Finance**
- **Information, messages, announcement**
- **Link to Registry, Online Services, E-forms, Faculty**
- **MyLibrary**

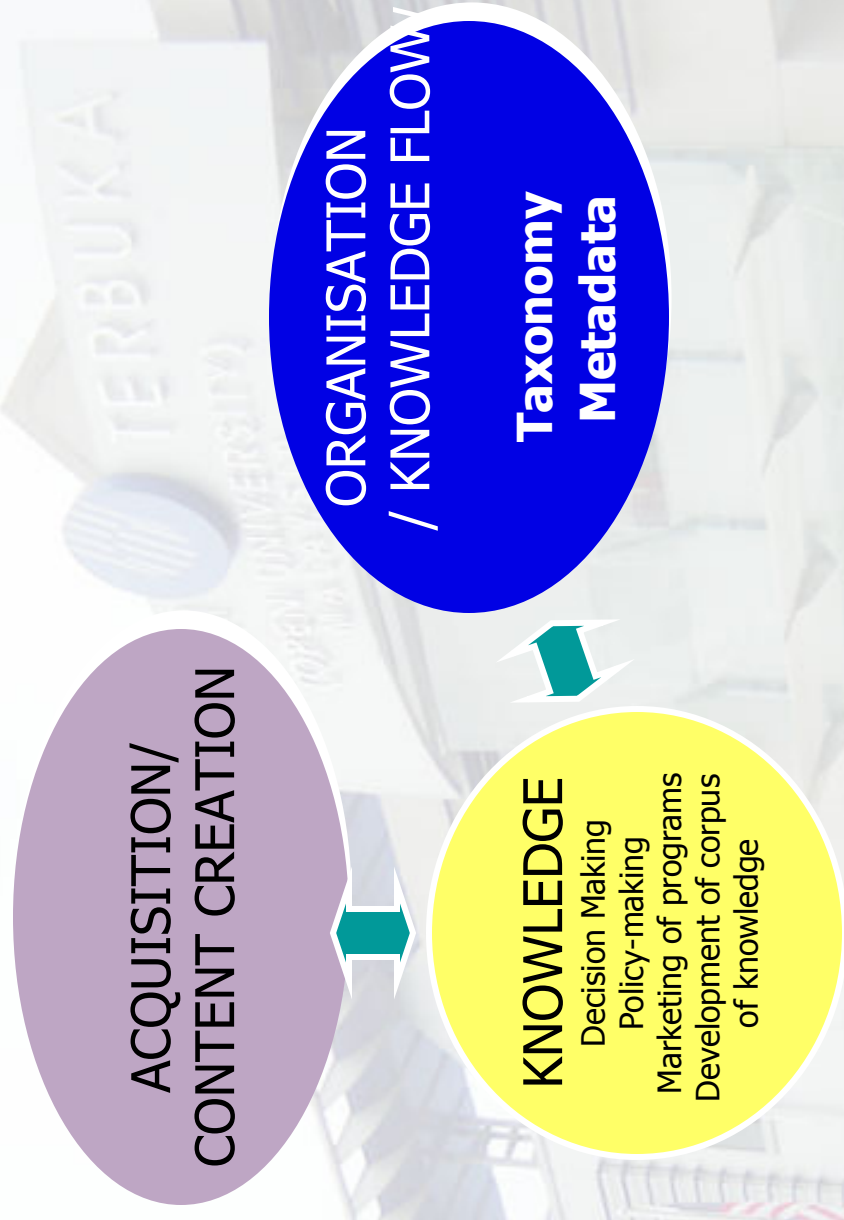
# HRM Circulars and Policies

- Communication and Warm Clothing Allowance
- Annual Salary Increment Rate
- Telephone Bill Claims
- Staff Dress Code
- Record of Attendance via WORKMATE
- Purchase of Notebook for Staff
- Leave Plan for RLC's Staff
- Implementation of 5 working day
- Policy for Non-Academic staff as Tutor OUM
- Policy for Payment of Bonus 2006
- Car loan scheme
- Computer loan scheme
- Terms and conditions for Program Fees for OUM staff

# Digital Library Contents

- Electronic Resources
  - Databases
    - Internal
      - Digitisation projects
      - Modules
    - External
      - Subscription
  - E-books
    - Ebrary
    - Books24x7
  - E-journals
    - Ebsco
    - Proquest
    - Emerald
  - OPAC

# CONCEPT OF KNOWLEDGE MANAGEMENT AT OUM





## ORGANISATION / KNOWLEDGE FLOW

### Taxonomy Metadata

#### Academic Programs

##### Undergraduate

##### Postgraduate

##### Programs Offered

##### Master's Degree

##### Doctor of Philosophy

##### Program Structure

###### Core Courses

###### Elective Courses

###### Project work

###### Area of Specialisation

#### Program Structure

##### Core Courses

Managerial Economics

Management

Accounting for Marketing Management

Managerial

Finance

Business Law

Organisational Behavior

##### Elective Courses

Marketing

Finance

Human Resource Mgt

##### Project work

Project work 1

Project work 2

##### Area of Specialisation

Human Resource Management

Industrial Relations

Human Resource Development

Marketing

Marketing Research

Consumer Behavior

Entrepreneurship

Entrepreneurship

New Venture Development

PSSB Multimedia Object Manager (MOM) - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites

Address: <http://pssbsvr5:8080/smd1/>

Search Highlight VI Mail Answers Personals VI Mobile Sign In

Go Go Go

Links

Contents Searcher : Metadata Searcher : - Select an attribute -

Topic Searcher : Go Go

[MAIN](#) > [ACADEMIC PROGRAMS](#) > [Postgraduate](#) > [Programmes Offered](#) > [Master's Degree](#) > [Master of Business Administration](#) > [Programme Structure](#)

Topics

Core Course (5)

Elective Courses (3)

Project Work (2)

Contents Searcher : Metadata Searcher : - Select an attribute -

Topic Searcher : Go Go

[MAIN](#) > [ACADEMIC PROGRAMS](#) > [Postgraduate](#) > [Programmes Offered](#) > [Master's Degree](#) > [Master of Business Administration](#) > [Programme Structure](#) > [Core Course](#)

Topics

Accounting for Marketing Management (0)

Business Law (0)

Managerial Economics Management (0)

Managerial Finance (0)

Organisational Behaviour (0)

ACADEMIC PROGRAMS

Credit Transfers

Internationalisation

Postgraduate

Programmes Offered

Doctor of Philosophy

Master's Degree

Master of Business Administration

Programme Structure

Core Course

Elective Courses

Project Work

Master of Environmental Management

Master of Information Management

Master of Information Management

Master of Management

Master of Multidisciplinary Studies

Twinning / Collaborative

Undergraduate

BUDGET

DEVELOPMENT & MAINTENANCE

LIBRARY

MINISTRY CONFIDENTIAL DATA

OPERATIONAL MATTERS

POLICIES

SECURITY, SAFETY & HEALTH

STAFF CONFIDENTIAL DATA

STUDENT INFORMATION

Twining / Collaborative

Undergraduate

BUDGET

DEVELOPMENT & MAINTENANCE

LIBRARY

MINISTRY CONFIDENTIAL DATA

OPERATIONAL MATTERS

POLICIES

SECURITY, SAFETY & HEALTH

STAFF CONFIDENTIAL DATA

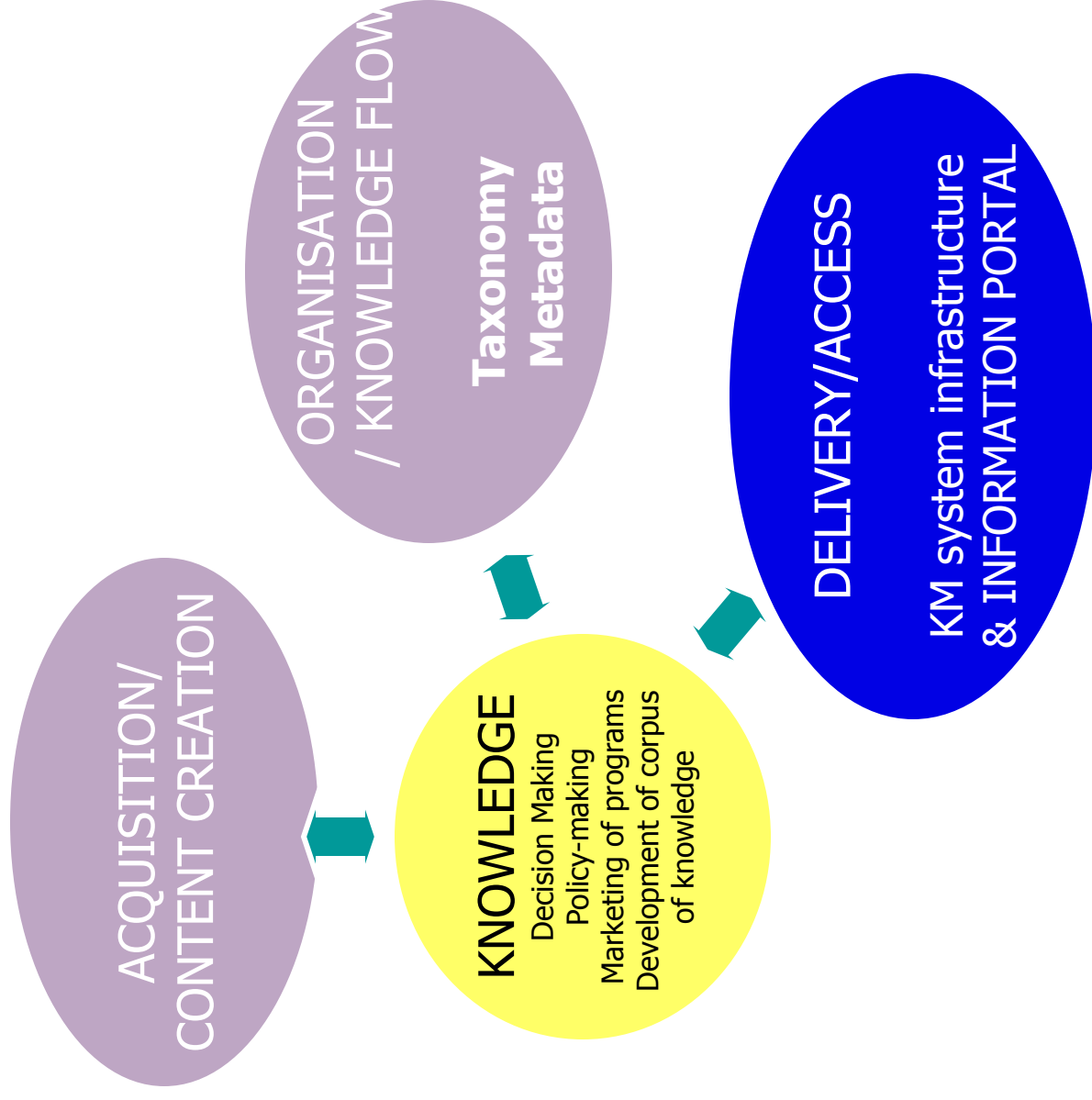
STUDENT INFORMATION

Done

<http://pssbsvr5:8080/smd1/taxonomy/browser/>

Local intranet

# CONCEPT OF KNOWLEDGE MANAGEMENT AT OUM



# DELIVERY/ACCESS

## KM system infrastructure & Information Portal

The screenshot displays the Open University Malaysia (OUM) website interface. At the top, a blue banner contains the text "DELIVERY/ACCESS" and "KM system infrastructure & Information Portal". The website header includes the OUM logo and navigation links such as Home, myLibrary, myMail, myOUM, Contact Us, FAQ, Calendar, Search, Favorites, and Help. A user login section on the right shows the name "Sharifah Hanon binti Bidin" and the date "Thursday 07 Sep 2006". Below the header, there are several sections: "USEFUL LINKS @ OUM" with links to Registry Circular, e-Forms@OUM, Faculty, HBEF4106, and FITMC Download; "E-PUBLICATION" with links to Student Handbook, OUM Today, and Learner Connections; and "LATEST TECHNOLOGY" with links to MySQL 5, PHP 5, Apache 2, and Google Labs. The main content area features an "Announcement" section with links to Urgent, Registry, Exam, Student Affairs, MyPPU, MyFaculty, and General. The announcements include:
 

- HARI BERSAMA PELANGGAN PERPUSTAKAAN DIGITAL TAN SRI DR. ABDULLAH SANUSI OPEN UNIVERSITY MALAYSIA** (NEW) - Last Updated On Wednesday, September 06, 2006
- MSC Malaysia (IHL Business Plan Competition 2006)** (NEW) - Last Updated On Wednesday, September 06, 2006
- Procedure for Registration of Senior Students Centre for Graduate Studies (CGS)** (NEW) - Last Updated On Monday, September 04, 2006
- PEMAKLAN PELAJAR BAGI PROGRAM SARJANA MUDA PENGAJARAN (BTPE & BTPS) KOHOT KEDUA (2) KEHAIKUKAN SEPTEMBER 2006** (NEW) - Last Updated On Tuesday, September 05, 2006
- Pendaftaran Kursus dan Lokasi Pendaftaran Pelajar Senior bagi Semester September 2006** - Last Updated On Monday, August 07, 2006
- TARIKH TUTUP OMES SEMESTER MEI 2006** - Last Updated On Wednesday, August 09, 2006

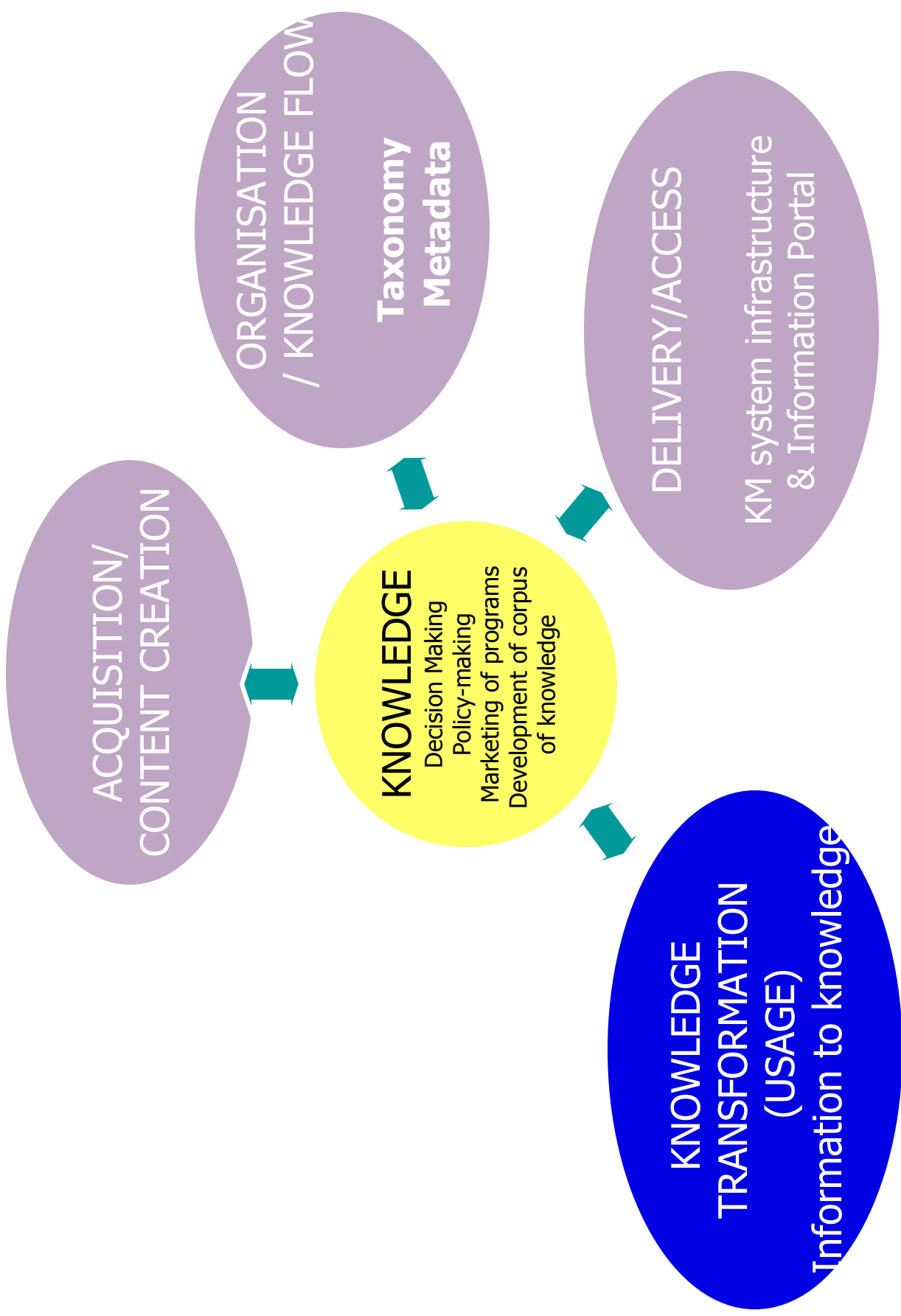
 Below the announcements, there are sections for "MYPROFILE" (Change Password, Biodata, Time Table, Credit Transfer, Exam Result, Transcript, myAcademic Progress, MUET, Finance, Update, Access Hints) and "UKR@OUM" (Tambah/Gugur Kursus, Tarik Diri, Tukar Program, Penangguhan Pengajian, Tarik diri dari Program). The bottom section, titled "New databases", lists various electronic resources:
 

- E-Books:** 24x7, InfoSecurity, Knowledge, xreferplus, Springerlink.
- E-Journals:** infotrac, proquest, elscin, emerald, e-Info, actn, Tutor & Francis, Digital Distributions, Springer, MediaBanc, Levnet.com.
- Opening Hours:** During Semester, Exam Period, Semester Break.
- Inside Library:** About Us.

 The "New databases" section also includes a list of databases with their file sizes: Introduction to TSCAS Digital Library (31.7 MB), Guide to OPAC and Ebrary (8.6 MB), and Guide to Digital Collection (3.03 MB). A reference section mentions PERPIN: MyUninet, a portal established by Persidangan Perpustakaan-Perpustakaan Universiti dan Perpustakaan Negara Malaysia (PERPIN). The bottom right corner contains contact information for Shahril Effendi Ibrahim at 03-2773 2331 or email at shahril\_effendi@oum.edu.my.



# CONCEPT OF KNOWLEDGE MANAGEMENT AT OUM



## EXAMPLE: REPORT ON A CASE STUDY USING STUDENTS INFORMATION



### A Case Study of Teachers Coping as Distance Learners at the Open University Malaysia

Latifah Abdul Latif  
Open University Malaysia  
latifah@oum.edu.my

Ramli Bahroom  
Open University Malaysia

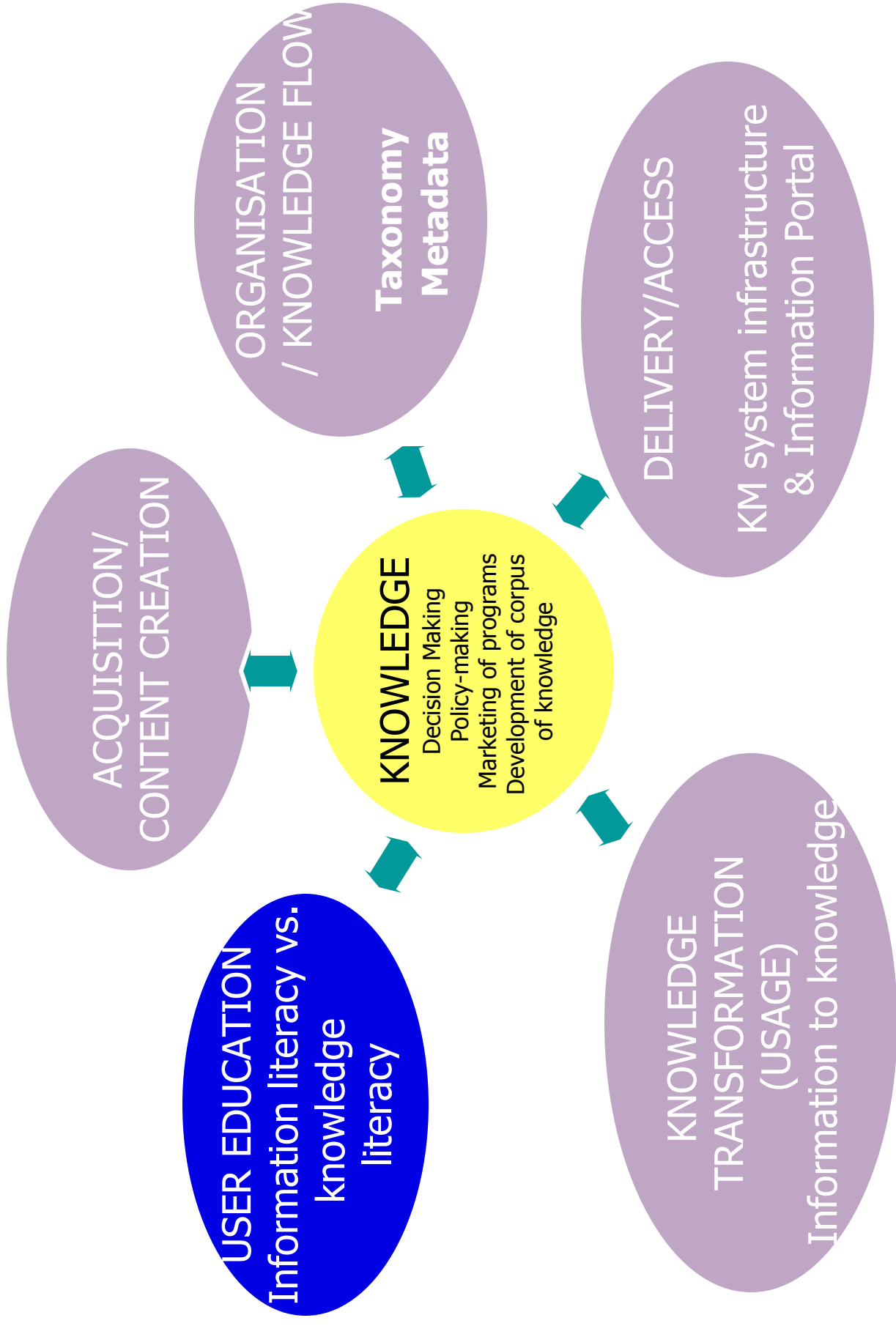
#### Abstract

Compared with full-time on-campus learners, part-time distance learners are faced with greater challenges as they pursue their higher education. Currently, Open University Malaysia (OUM) has 10,000 teachers out of its 23,000 learners. These teachers are sent by the Ministry of Education under a special contractual programme. Being distance learners, they have to cope with their responsibilities as full-time teachers while at the same time study on a part-time basis. As part of an effort by both OUM and the Ministry to ensure that this group is able to cope with their studies, OUM examined the academic performance of these teachers to see if special measures need to be taken to help them manage their learning effectively. This paper reports on their performances and compares them with those of the learners from the open market. The paper also discusses the issues and challenges faced by this special group of learners, and highlights some of the measures that have been taken to help them improve their academic performances.

KNOWLEDGE  
TRANSFORMATION  
(USAGE)  
Information to knowledge



# CONCEPT OF KNOWLEDGE MANAGEMENT AT OUM



# ISSUES ARISING FROM KM

- New resources → implicit, explicit (live data)
- New target audience (university management, academic management, marketing/business management)
- New activities (marketing, internationalisation, AI, policy making, decision making, etc)



- NEED FOR NEW COMPETENCIES?

# KM PROCESSES: Challenges for Librarians

<b>KNOWLEDGE MANAGEMENT</b>	<b>ACTIVITIES</b>	<b>ISSUES</b>
<p>FIND IT</p> <p>GET IT</p> <p>EVALUATE IT</p> <p>COMPILE IT</p> <p>UNDERSTAND IT</p> <p>ANALYSE IT</p> <p>DISSEMINATE IT</p> <p>ACT ON IT</p> <p>MAINTAIN/COMBINE/UPDATE</p>	<p>Identifying sources (ext. /int.)</p> <p>Gathering &amp; collecting (resources)</p> <p>Selection/Evaluation</p> <p>Organise &amp; Consolidate</p> <p>Interpretation</p> <p>Analyse &amp; evaluate</p> <p>Disseminate to right people</p> <p>Implement</p> <p>Update</p>	<p>Organisation-wide, not library-based</p> <p>Subject knowledge (interpret, analysis, evaluate, etc.</p> <p>Integration and consolidation of information (reporting of information)</p> <p>Knowledge transformation</p>

Source: Stapleton, James J. (2003). Executive's Guide To KM: the last competitive Advantage. London, J. Wiley.

# IMPLICATIONS FOR KNOWLEDGE MANAGEMENT

## What competencies to develop?

- Information retrieval & processing
- Taxonomy – develop/apply
- KM technology (beyond ILS/Internet)
- Information repackaging & consolidation

## What approach to use?

- Expert collaboration
- Interactive portal modules

## What strategies to adopt?

- Develop competencies for virtual management culture

# COMPETENCIES OF LIBRARIANS AS INFORMATION MANAGERS

## INFORMATION MANAGEMENT PROCESSES (LIBRARIAN)

### ACTIVITIES

### COMPETENCIES

- |   |                                     |  |
|---|-------------------------------------|--|
| ■ User needs analysis                   | ■ Data gathering/analysis           | ■ Research data gathering/analysis                   |
| ■ Acquisitions of information/resources | ■ Selection/evaluation              | ■ Analytical thinking                                |
| ■ Organisation of information           | ■ Indexing/classification           | ■ Selection/evaluation                               |
| ■ Delivery via services                 | ■ Loans, references, research, etc. | ■ ICT  |
| ■ Delivery via systems                  | ■ Integrated library systems        | ■ Subject classification (read, understand, analyse) |
| ■ Access via information literacy       | ■ MyLMS, MyPortal                   | ■ Information retrieval/processing                   |
| ■ Information audit                     | ■ Auditing Services = User needs    |  |



# COMPETENCIES OF LIBRARIANS AS KNOWLEDGE MANAGERS

## LIBRARIANS' COMPETENCIES

### KNOWLEDGE MANAGEMENT

- ✓ FIND IT
- ✓ GET IT
- ✓ EVALUATE IT
- ✓ COMPILE IT
- ✓ UNDERSTAND IT
- ✗ ANALYSE IT
- ✗ DISSEMINATE IT
- ✗ ACT ON IT
- ✓ MAINTAIN/COMBI  
NE/  
UPDATE

### ACTIVITIES

- Identifying sources (ext.  
/int.)
- Gathering & collecting  
(resources)
- Selection/Evaluation
- Organise & Consolidate  
Interpretation
- Analyse & evaluate
- Disseminate to right  
people
- Implement  
Update

- Research (data  
gathering/analysis)
- Analytical thinking
- Selection/evaluation
- ICT
- Subject classification  
(read, understand,  
analyse)
- Information  
retrieval/processing

Source: Stapleton, James J. (2003). Executive's Guide To KM: the Last Competitive Advantage. London, J. Wiley.

# COMPETENCIES OF LIBRARIANS

## KNOWLEDGE MANAGEMENT

- ✓ FIND IT
- ✓ GET IT
- ✓ EVALUATE IT
- ✓ COMPILE IT
- ✓ UNDERSTAND IT
- ✗ ANALYSE IT
- ✗ DISSEMINATE IT
- ✗ ACT ON IT
- ✓ MAINTAIN/COMBINE /UPDATE

### Information managers

- Research data gathering/analysis
- Analytical thinking
- Selection/evaluation
- ICT
- Subject classification (read, understand, analyse)
- Information retrieval/processing

### Knowledge Managers

- Research (data gathering/analysis)
- Analytical thinking
- Selection/evaluation
- ICT (ILMS)
- Taxonomy
- Information retrieval/processing
- Subject knowledge (Training)
- ICT (Delivery architecture)
- Expertise in Developing TACIT Knowledge Databases
- Developing expertise in K-Transformation process



Issues such as:

Where does information end and knowledge begin?

What are the processes inherent in KM?

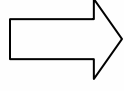
What is the role of the Digital Library in KM?

What are the competencies required by librarians for KM?

## DEALING WITH ISSUES IN KM:

Issue 1. Where does information end and knowledge begin?

When knowledge transformation process occurs



KTP (Level 1)

KTP (Level 2)

Raw data

Student Information



Report on Student  
performance



Senate decisions and  
policies on Academic  
programs  
(curriculum, exam,  
marking schemes,  
etc.

Note: Knowledge can be information in the  
Knowledge Transformation Process



## Issue 2. What are the processes inherent in KM?

### **KNOWLEDGE MANAGEMENT PROCESSES FROM USER VIEWPOINT**

- 1) FIND IT
- 2) GET IT
- 3) EVALUATE IT
- 4) COMPILE IT
- 5) UNDERSTAND IT
- 6) ANALYSE IT
- 7) DISSEMINATE IT
- 8) ACT ON IT
- 9) MAINTAIN/COMBINE/UPDATE





## Issue 3. What is the role of the Digital Library in KM?

KM is organisation based not library based.  
The digital library is part of the delivery  
and access infrastructure.

## Issue 4. What are the competencies required by librarians for KM?

- Research (data gathering/analysis)
- Analytical thinking
- Selection/evaluation
- ICT (ILMS)
- Taxonomy
- Information retrieval/processing
- Subject knowledge (Training)
- ICT (Delivery architecture)
- Expertise in Developing TACIT Knowledge Databases
- Developing expertise in K-Transformation process



## HOW TO DEVELOP COMPETENCIES?

- Awareness → Role of libraries, Librarians Association and Library School
- Training → In service and continuing education
- Education → Responsibility of library school to review curricula and academic programs

# THANK YOU

**SHARIPAH HANON BIDIN and DATO' DR. ZAITON OSMAN**

**Identifying core competencies for KM at OUM: the  
library perspective**

presented at EG2KM Conference, 12 September, 2006